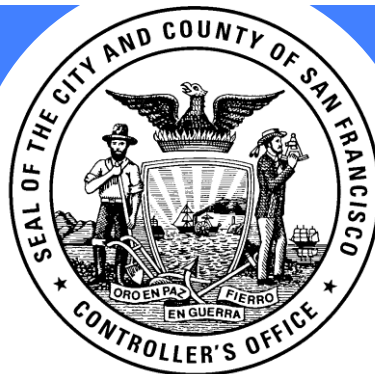


Special Meeting of

Our City, Our Home Oversight Committee

December 2, 2021



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller
City Performance Unit

12.02.2021

Special Meeting Agenda

1. Call to Order
2. Approval, with possible modification, of the Meeting Minutes of October 28, 2021, and the Special Meetings on November 3, and November 4, 2021. (5 min)
3. Discussion and Possible Action Regarding Teleconferenced Meetings of Policy Bodies during COVID-19 Emergency (10 min)
4. Election of Our City, Our Home Oversight Committee Officers (20 min)
5. Presentation from the Office of Economic and Workforce Development, with discussion and possible action by the Committee (35 min)
6. Discussion of Community Liaison Workplans, with possible action by the Committee (35 min)
7. Propose agenda items for subsequent meetings and provide updates, with possible action by the Committee in response to this item (10 min)
8. Adjourn

Ramaytush Ohlone Land Acknowledgement

We acknowledge that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders and relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples.

Approval, with Possible Modification, of the Minutes

- Regular Meeting of October 28, 2021
- Special Meeting of November 3, 2021
- Special Meeting of November 4, 2021

Public Meetings During a State of Emergency

RESOLVED, That the Our City, Our Home Oversight Committee finds as follows:

The State of California and the City remain in a state of emergency due to the COVID-19 pandemic. At this meeting, the Our City, Our Home Oversight Committee has considered the circumstances of the state of emergency.

State and City officials continue to recommend measures to promote physical distancing and other social distancing measures, in some settings.

Because of the COVID-19 pandemic, conducting meetings of this body in person would present imminent risks to the safety of attendees, and the state of emergency continues to directly impact the ability of members to meet safely in person.

Public Meetings During a State of Emergency

FURTHER RESOLVED, That for at least the next 30 days meetings of the Our City, Our Home Oversight Committee will continue to occur exclusively by teleconferencing technology (and not by any in-person meetings or any other meetings with public access to the places where any policy body member is present for the meeting). Such meetings of the Our City, Our Home Oversight Committee that occur by teleconferencing technology will provide an opportunity for members of the public to address this body and will otherwise occur in a manner that protects the statutory and constitutional rights of parties and the members of the public attending the meeting via teleconferencing.

Public Meetings During a State of Emergency

FURTHER RESOLVED, That the secretary and staff of the Our City, Our Home Oversight Committee is directed to place a resolution substantially similar to this resolution on the agenda of a future meeting of the Our City, Our Home Oversight Committee within the next 30 days. If the Our City, Our Home Oversight Committee does not meet within the next 30 days, the staff is directed to place a such resolution on the agenda of the next meeting of the Our City, Our Home Oversight Committee.

Election of Officers

- Annual election of Officers
- Committee Members may nominate themselves or another Member for any office.
- A Committee Member may decline a nomination.
- Incumbent Officers can nominate themselves or be nominated to serve another term; there are no limits on number of terms a Committee Member can serve as an Officer.
- To be elected to the Office of Chair, Vice Chair, and Data Officer a candidate must receive 5 votes.
- Each Office voted separately beginning with Chair.
- “Data Officer” role is named specifically in OCOH Bylaws. Changing the name of the role requires changing OCOH Bylaws.

San Francisco Workforce Accelerator Fund 8.0

*Final Report Presentation to
Our City Our Home Committee*

December 2, 2021



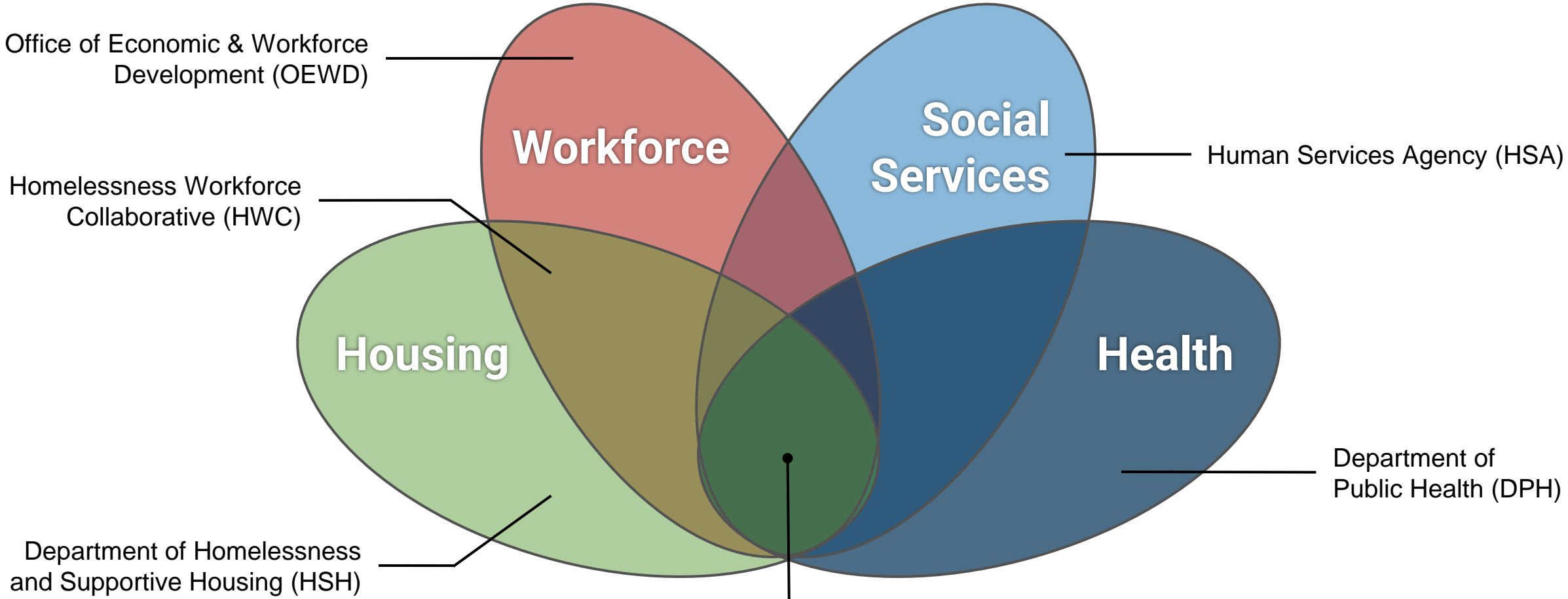
About.

San Francisco WAF 8.0 was a collaborative research initiative conducted from November 2020 - September 2021 to improve employment outcomes for people experiencing homelessness in San Francisco by aligning four systems of care.

NOTE: We are using a **broad definition of homelessness** to include an individual person or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangement; or with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; or “doubled-up” in the homes of family or friends, including “couch-surfing” or families living in Single Room Occupancy (SRO) units; or currently residing in jails, hospitals, or rehabilitation facilities.

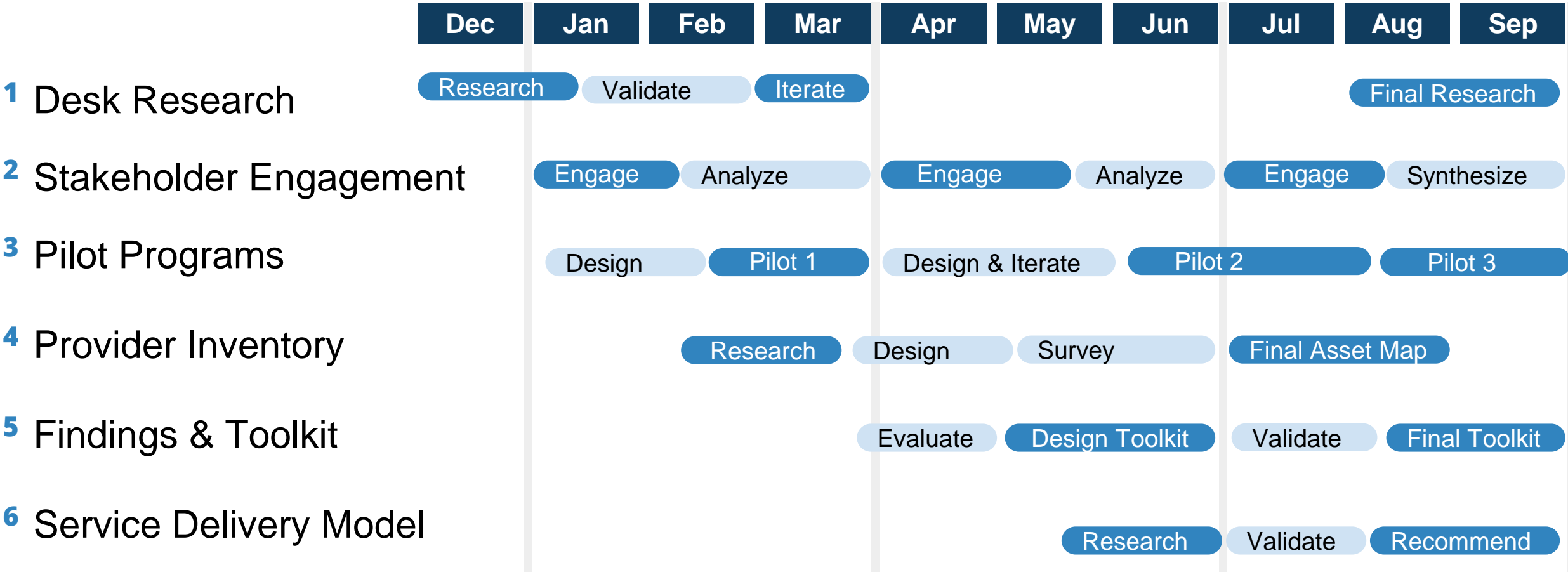
Project Overview

Purpose



To improve employment outcomes for people experiencing homelessness by aligning **4 different systems** of care.

WAF 8.0 Work Plan | November 2020 - September 2021



Process: Research & Stakeholder Engagement

Research & Stakeholder Engagement

Research Phase 1 | Discovery

Understand the national best practices and best practices in San Francisco; Gain a foundational understanding of the current system; Identify gaps and challenges.

- **8+** meetings with City staff across systems
- **11+** focus groups with San Francisco-based providers

Research Phase 2 | Digging Deeper

Further explore specific topic areas, validate and test hypotheses, and collaboratively design recommendations based on the research.

- **13+** focus groups and working sessions with San Francisco-based providers

Research & Stakeholder Engagement

- Abode
- All Home
- America Works
- Behavioral Health Services
- Caminar
- Catholic Charities
- Code Tenderloin
- Compass Family Services
- Continuum of Care Subrecipients
- Contra Costa WAF 8.0 Team
- Department of Public Health (DPH)
- Destination:Home
- Detroit WAF 8.0
- Dolores Street
- Episcopal Community Services (ECS)
- Five Keys Charter Schools and Programs
- Goodwill
- Homebase
- Homeless Prenatal
- Homeless Workforce Collaborative
- Hunters Point Family
- JobTrain
- Larkin Street Youth Services
- Lavender Youth Recreation and Information Center (LYRIC)
- Local Homeless Coordinating Board
- Mayor's Policy Advisor on Homelessness
- Mission Hiring Hall
- Occupational Therapy Training Program (OTTP-SF)
- SF Office of Economic & Workforce Development (OEWD)
- Pathways
- Positive Resource Center (PRCSF)
- RAMS Hire-Ability
- Self Help For The Elderly
- SF LGBT Center
- HomeRise (formerly Community Housing Partnership)
- Hope Solutions
- Hospitality House
- SF Human Services Agency (HSA)
- Department of Homelessness & Supportive Housing (HSH)
- Huckleberry Youth Programs
- Tipping Point
- UCSF Citywide
- WAF Housing & Work Peer Learning Community (PLC)
- Waking the Village
- Young Community Developers
- 3rd Street Youth Center
- TAJA Coalition
- Tectonica
- Shelter Inc.
- SIP Hotels
- St. Anthony's
- St. Vincent de Paul Society
- Success Centers

Best Practices

“We don’t ever want to be a wrong door.”

Summary of Best Practices

Best practices for workforce alignment to support people experiencing homelessness (PEH)

Program Entry

1. Nurture interest in **increasing income**
2. Ensure services maintain a **low threshold for access**

Within Programs

3. Initiate a **pathway to shelter/housing** for unsheltered clients
4. Appoint **'Employment Specialists'** to offer individualized support through the employment pipeline
5. Identify strategies to **address immediate barriers to employment**

Ongoing Support

6. Reduce barriers to **care coordination** within and across agencies
7. Build in **pathways for self-sufficiency** and career advancement

Barriers to Employment

Some of the leading barriers to employment that are important to identify and address for people experiencing homelessness. **Addressing barriers are a key part of supporting this population.**

- **Length and breadth of barrier remediation, itself** (18 comments)
“Barrier removal is the biggest bottleneck right now, more than even placement opportunities.”
- **Limited access to technology** (14 comments)
“...Applying to housing and applying to jobs requires access to technology. One of the biggest barriers that we are trying to solve for.”
- **Need for mental health services** (10 comments)
“More and more, we’re seeing in our centers people who come from homeless shelters that are experiencing more mental health issues, etc. and staff are not trained on how to deal with that.”
- **Managing housing instability** (8 comments)
“Housing and mental health tend to be the more immediate goals. Employment doesn’t move up on the list unless it is connected with those others.”
“[Employment services are] easier if they have some secure housing. Really hard to get them to show up if they’re at a shelter.”

Job Interest Screener Pilot Programs

“People need to be screened because work and income can be a part of stabilization. We need this at every stage as a strategy.”

Pilot programs: Purpose & Participants

Three pilot programs

1. Connecting **shelter-in-place hotel customers** with employment training and placement services at **Goodwill** via a questionnaire asked by **HSA** eligibility workers.
2. Connecting **short-term housing customers** at **Abode Housing** with employment training and placement services at **Goodwill**.
3. Connecting customers seeking housing support via **Larkin Street Youth Services' coordinated entry access point**, which offers **rapid rehousing** services, with employment training and placement services at **Larkin Street Academy**.

Pilot programs: Findings

1. Offer a Job Interest Screener to All Clients

- Screen everyone!
- Be clear about why you are asking the questions and explain how their answers will be used.
- Ensure that the person asking the questions is culturally savvy, trauma-informed & language competent.

2. Make Warm & Immediate Referrals

- Schedule an appointment on-the-spot or offer regular drop-in/on-demand appointments
- Always provide a “warm handoff”

3. Job Readiness Assessment Conducted by Employment Specialist

- The questions should be strength-based and include a mix of exploratory (passions, motivations, goals) and standard questions (work history, skills, etc..)

4. Ensure Consistent Case Management (case-conference when possible)

5. Share Data & Evaluate Regularly (Prioritize individual privacy)

Provider Toolkits

“Biggest standout is ensuring that all providers have the same information. Everyone has their own resources, but we all should have the same access...then we could give more folks the opportunities.”

- San Francisco Provider

Toolkit 1: Best Practices

Purpose. Intended to create a shared language for supporting employment/income goals of people experiencing homelessness in San Francisco.

Intended Audience. City of San Francisco departments and providers offering employment services to people experiencing homelessness.

Contents. Best practices research with a focus on barrier removal.

- Nurture interest in increasing income
- Ensure services maintain a low threshold for access
- Initiate a pathway to shelter/housing for unsheltered clients
- Appoint 'Employment Specialists' to offer individualized support
- Identify strategies to address immediate barriers to employment
- Reduce barriers to care coordination within and across agencies
- Build in pathways for self-sufficiency and career advancement

Toolkit 2: Service Connections for PEH

Purpose. Intended to help housing/health/social services providers serving the homeless population **add connections to employment and training services.**

Intended Audience. Providers that don't primarily offer workforce services, but have customers that have expressed interest in increasing their income.

Contents. A set of steps to follow and a series of questions to ask in order to add connections to employment and/or training services for PEH:

- **Step 1:** Assess the Need
- **Step 2:** Choose the Model
- **Step 3:** Design & Build
- **Step 4:** Implement, Monitor & Improve

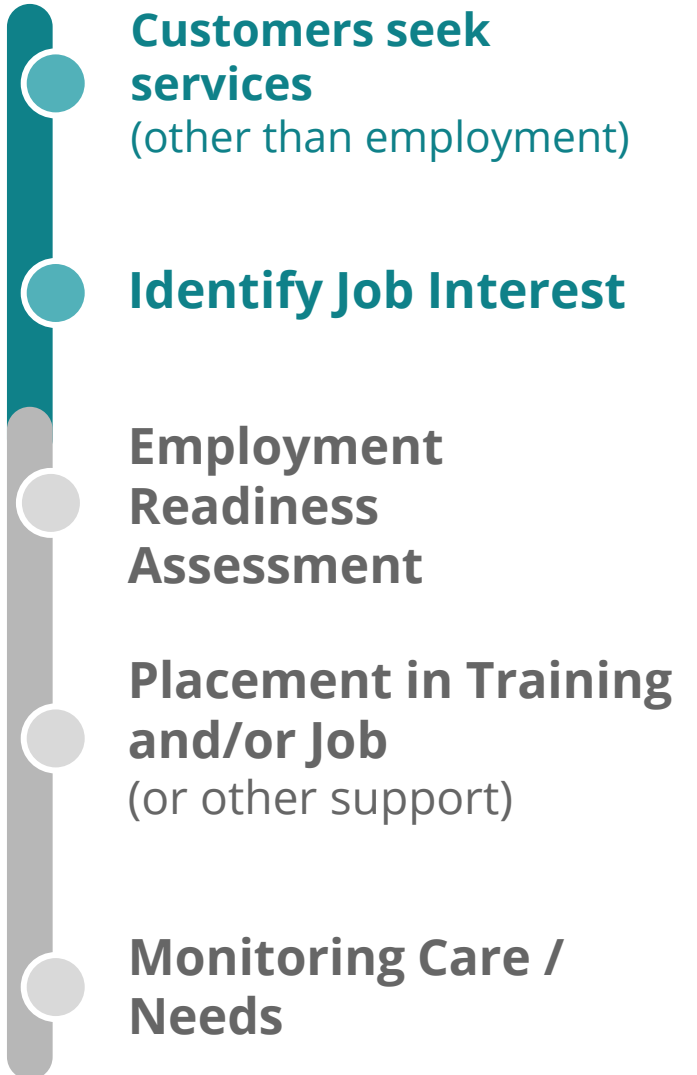
Toolkits: bit.ly/WAF8_SF

3 Models for Connecting PEH to Workforce

-  In-House Services
-  Co-Managed Services
-  Services Provided 'Externally'

1. Referral.

*Connect interested individuals to employment by fully **referring out** to an employment/training program or central job center.*



3 Models for Connecting PEH to Workforce

-  In-House Services
-  Co-Managed Services
-  Services Provided 'Externally'

1. Referral.

*Connect interested individuals to employment by fully **referring out** to an employment/training program or central job center.*

1. Co-Managed / Co-Located.

*Connect interested individuals to employment to an employment/training program that is **co-managed, co-located or with which you have a formal relationship** to conduct the employment assessment.*

Customers seek services
(other than employment)

Identify Job Interest

Employment Readiness Assessment

Placement in Training and/or Job
(or other support)

Monitoring Care / Needs

3 Models for Connecting PEH to Workforce

-  In-House Services
-  Co-Managed Services
-  Services Provided 'Externally'

1. Referral.

Connect interested individuals to employment by fully referring out to a workforce program or central job center.

1. Co-Managed / Co-Located.

*Connect interested individuals to employment to an employment/training program that is **co-managed, co-located** or with which you have a formal relationship to conduct the employment assessment.*

1. In House.

*Fully integrate the pathway to refer interested individuals to an **in-house employment/training program**.*

Customers seek services
(other than employment)

Identify Job Interest

Employment Readiness Assessment

Placement in Training and/or Job
(or other support)

Monitoring Care / Needs

Toolkit 3: Employment Services for PEH

Purpose. Intended to help all providers (and especially employment services providers) serving the homeless population **improve their capacity to serve** this population.

Intended Audience. Providers that offer significant workforce services who offer services (to some degree) to people experiencing homelessness.

Contents. Tools and resources to help build bridges to workforce services from other systems of care. These include:

- Motivational Interviewing
- Benefits Counseling
- Addressing Barriers to Employment
- Job Opportunities for PEH

Toolkits: bit.ly/WAF8_SF

Program Inventory

“All I do is try to resource things for other people...I want to work directly with the person doing the work - the case manager, not the executive director. That hour delay is paramount. If someone is in the lobby, that time is critical.”
- San Francisco Provider

Survey Respondents

55 programs across 28 organizations:

- Jewish Vocational Services (JVS)
- Larkin Street Youth Services
- LYRIC
- PRCSF
- RAMS, Inc.
- San Francisco Clean City
- San Francisco Conservation Corps
- San Francisco Pretrial Diversion Project
- San Francisco Sheriff's Office
- Self-Help for the Elderly
- Southeast Asian Development Center (SEADS)
- Tectonica
- The Women's Building
- Young Community Developers
- Academy of Truck Driving
- Arriba Juntos
- BALANCE
- BMAGIC
- Booker T. Washington Community Service Center
- Catholic Charities
- Chinese for Affirmative Action
- Code Tenderloin
- Compass Family Services
- Dress for Success San Francisco
- Episcopal Community Services (ECS)
- Five Keys Schools and Programs
- Glide Foundation
- Goodwill Industries

Draft Program Inventory

View the Program Inventory: bit.ly/SF-homeless-providers

The screenshot displays an Airtable interface for a database titled "SF Provider Programs Serving PEH". The interface includes a top navigation bar with the Airtable logo, the database name, and a "Use this data" button. Below the navigation bar, there are controls for filtering (1 filter), sorting, and a search icon. The main content area is a grid of program cards, each representing a different provider and their services. Each card is structured with the following fields:

- ORGANIZATION NAME:** The name of the provider.
- POPULATIONS:** A list of target populations.
- PRIMARY SERVICE AREA:** The primary area of focus.
- ENROLLMENT REQS:** Requirements for enrollment.
- LANGUAGES:** Languages spoken by the provider.
- PROGRAM GOAL:** The objective of the program.

The visible cards include:

- Smart Money Coaching:** Organization: BALANCE; Populations: Adults, Older Adults, Transiti; Primary Service Area: Income / Expenses / Financial ...; Enrollment Reqs: Intake form, Live, work, or r; Languages: Chinese - Cantonese, Chinese -
- BMAGIC:** Organization: BMagic; Populations: Transitional-Aged Youth (TAY); Primary Service Area: Other (please specify): Comm...; Enrollment Reqs: Nothing is required; Languages: English
- Family Stabilization Program:** Organization: Booker T. Washington Community; Populations: Adults, Older Adults, Transiti; Primary Service Area: Housing; Enrollment Reqs: Housing / Shelter, Intake form; Languages: English, Spanish
- Compass Workforce Devel...:** Organization: Compass Family Services; Populations: Adults, Transitional-Aged Youth; Primary Service Area: ; Enrollment Reqs: ; Languages: ; Program Goal: 80% os Individual Service Plan achieved
- Comprehensive Job Center:** Organization: Goodwill Industries; Populations: Adults, Older Adults, Transiti; Primary Service Area: Employment (including broad...; Enrollment Reqs: Ability to Work in the United S...; Languages: Chinese - Cantonese, Chinese -
- All Programs:** Organization: Jewish Vocational Services (JVS) -
- TAY Navigation:** Organization: Larkin Street Youth Services
- Sequoia Leadership Institute:** Organization: LYRIC
- Hire-Ability:** Organization: Richmond Area Multi-Services (RA
- Employment Services:** Organization: Richmond Area Multi-Services (RA

Trauma-Informed Care Research & Recommendations

Three Workstreams

1. **Trauma-Informed Design:** being intentional about creating a sense of welcoming and healing in both physical and virtual environments for program participants.
2. **Trauma-Informed Programming:** recognizing trauma and minimizing retraumatization for participants in program design.
3. **Vicarious and Secondary Trauma:** the trauma experienced by program participants affects those who are serving them directly.

Curriculum Recommendations

- Four two-hour sessions offered at least twice a year that are part of ongoing learning and connection across systems
 - Example topics:
 - What is Trauma?
 - Managing Vicarious Trauma
 - Trauma-Informed Programming
 - Provider Spotlight: Trauma-Informed Principles in Action
- Integrate Trauma-Informed Design into the curriculum
- Dedicate at least one session to being led by a provider
- Have City department representation (where possible) i.e. DPH

**Recommendations:
Further Research &
Implementation**

Themes of Overall Recommendations

1. Socializing and sharing the resources in an ongoing way
2. Training and coaching (e.g., “capacity building”)
3. Furthering participatory research and piloting system connections
4. Alignment of funding with outcomes and evaluation metrics

Prepared by  CivicMakers

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Public resources from this project are available at
bit.ly/WAF8_SF

Prop C Investment in Workforce Services

HSH and OEWD Update to OCOH Committee

December 2, 2021

Medium-Term Subsidies + Workforce

- ▶ Total investment of **\$2.5M over 2 years** for workforce services for RRH clients
- ▶ Investment plan jointly developed by OEWD and HSH with RRH provider input; funds administered by OEWD.
- ▶ Annual budget:
 - ▶ **\$500,000** to **ECS Frontline Essentials Program** - modified learn-and-earn (granted)
 - ▶ **\$300,000** for **3 FTE dedicated employment specialists** co-located with RRH providers. (planned allocation)
 - ▶ **\$400,000** for **Neighborhood/Young Adult/Comprehensive Job Centers** to serve RRH clients referred by the ESs who are not ready for learn-and-earn. (planned allocation)
 - ▶ **\$50,000** for **Neighborhood/Comprehensive Job Centers** to provide Supportive Services to RRH clients
- ▶ Plan responds to provider feedback that many RRH clients need barrier removal and job readiness before progressing to training.
- ▶ Funds will prioritize RRH clients but may also serve a broader homeless population as needed to avoid service slots going underutilized.

Prevention Funds for Workforce

- ▶ FY 21-23 Prop C budget did not specifically allocate **Prevention funds** for workforce, but HSH has carved out funds for this purpose in response to priorities articulated by the Committee
- ▶ **\$5.8 million** in FY21-23
 - ▶ \$1.8 million for youth; \$2 million for families, \$2 million for adults
- ▶ This investment will:
 - ▶ facilitate connections to mainstream workforce services for problem-solving clients, and potentially for prevention clients as well
 - ▶ leverage ongoing work to better integrate the homeless response and workforce services systems
- ▶ In process of selecting a consultant to work with HSH, OEWD, Human Services Agency, and community providers to develop an implementation roadmap.
 - ▶ Plan to be shared the first quarter of 2022.

OEWD VULNERABLE POPULATIONS STRATEGY

Including Support for Persons Experiencing Homelessness

JOB CENTERS	TOTAL PARTICIPANTS
Comprehensive Job Center	336
Bayview Hunters Point Job Center	700
Chinatown Job Center <i>(including Richmond and Sunset Satellite Job Centers)</i>	655
Mission Job Center <i>(including Excelsior Satellite Job Center)</i>	562
OMI Job Center	490
Tenderloin Job Center	670
Visitacion Valley Job Center	642
Western Addition Job Center	660
Young Adult Job Center	240
TRAINING PROGRAMS	
TechSF On Ramp	240
HealthCare Academy Training	53
Essential Work Training Program	105
Lobby Attendant Training Program	75
Workforce Equity Pilot	100
Dream Keeper Community Health Program	60
Dream Keeper Community Arts Program	28
Engagement and Outreach	
Volunteer and Paid Opportunities	25
TOTAL	5,641

Housing Inventory and Pipeline Liaison

Goals

- Convene housing stakeholders to inform investment recommendations.
- Develop strategic and OCOH investment plan for housing development pipeline.
- Make recommendations for housing development, acquisition, lease.

Work Plan

December

- Meet with Housing Accelerator Fund toward possible Housing Innovation Challenge recommendation.
- Check in with Mayor's Office on progress toward implementation of FY21-22 permanent housing recommendations and preliminary concerns for FY22-23.

Housing Inventory and Pipeline Liaison

January

- Subject to executive committee approval, HSH/MOHCD presentation to OCOH Committee on current progress toward implementation of FY21-22 permanent housing recommendations and preliminary concerns for FY22-23.

February

- Meet with Supportive Housing Providers Network
- Project permanent housing funding available for FY22-23 budget recommendation, taking into account current commitments; check same with Controller's Office.

March

- Collaboratively with Community Impact/Accountability Liaison, meet with housed and unhoused community members to hear their current priorities and permanent housing plan recommendations for FY22-23.
- Consult with Mayor's Office, HSH, MOHCD and Controller's Office re development of permanent housing plan recommendations for FY22-23.
- Meet again with Housing Accelerator Fund toward possible Housing Innovation Challenge recommendation.

Housing Inventory and Pipeline Liaison

April

- Subject to executive committee approval, HSH/MOHCD update to OCOH Committee on progress toward implementation of FY21-22 permanent housing recommendations and presentation of their permanent housing plan recommendations for FY22-23.

May

- Bring permanent housing proposal to OCOH Committee for inclusion in Committee's FY22-23 Action Plan recommendation to Mayor and Board of Supervisors.

June

- Collaborate with OCOH Committee colleagues to lobby passage of FY22-23 Action Plan.

Shelter and Hygiene Liaison

Goals:

Develop equity centered proposals for release of funds for shelter and hygiene, utilizing remaining funds, and oversee existing expenditures to assess for adjustments based on outcomes.

Develop/support shelter and hygiene programs for people experiencing homelessness that meet a diversity of needs, including geographic, alternative structure shelter, congregate shelter, non-congregate, showers.

Timeline:

December, January: Garner input from shelter seekers and users, city departments, front line service providers and other stakeholders

February: Analyze existing investments looking for gaps

February: Develop Proposals for new investments

Community Impact: Accountability Liaison

- Goals
 - Ensure voices of folx with lived experience is at the forefront of all of our work.
 - Ensure transparency - easy to access and digestible by anyone in the community.
 - Ensure accountability - what OCOH funds is what is actually being funded and has intended impact.
- Budget Workplan
 - December**
 - Gather impact of prior year funds/ what's working what doesn't?
 - Work with other liaisons to plan listening sessions
 - 2 groups
 - impacted by previous OCOH funding, what's working what's not?
 - others - what should we start funding?
 - January**
 - Host listening sessions/community town halls

Community Impact: Accountability Liaison

Transparency & Accountability - ongoing all year

March

- Host a community town hall to discuss budget proposal 2022 (what was funded and what wasn't after mayor and BOS process)

April

- OCOH website (goal April 30)
- Dashboard (goal April 30)

Data Officer/Planning Liaison

December:

- Data Working Group/department staff provide responses to data requests to OCOH staff
- OCOH staff to prepare preliminary assessment of population, inventory, interventions/services, needs and gaps, and racial equity analysis which will form the basis of focus groups to further assess needs and gaps

January

- Data Working Group reviews and provides feedback on preliminary assessment, staff incorporates feedback into assessment
- Introduction of Consultant Team and engagement focus group activities to OCOH Committee and Data Working Group

February

- OCOH Committee reviews and provides feedback on preliminary assessment

Data Officer/Planning Liaison

February

- OCOH Committee provides input on focus groups/stakeholder engagement:
 - Which populations/needs does the Committee want/need to know more about?
 - Some ideas include: people with histories of incarceration, Black men, families living in SROs, prevention
 - Possible themes:
 - What would work to end your homelessness?
 - What barriers have kept you out of housing?
 - What do you think could have prevented you from becoming homeless?

Data Officer/Planning Liaison

February- May

- Conduct focus groups and intercept surveys
- Qualitative data analysis

April-May

- Incorporate qualitative themes into the assessment
- Connect the dots between assessment analysis and budget/policy recommendations

June

- Use the needs assessment as the evidence base to advocate OCOH policy priorities

7. Future Agenda Items and Updates

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Propose agenda items for future meetings and provide Committee updates

Thank you.

Questions?

Email the Committee at OCOH.CON@sfgov.org